

HUMAN RESOURCES POLICY



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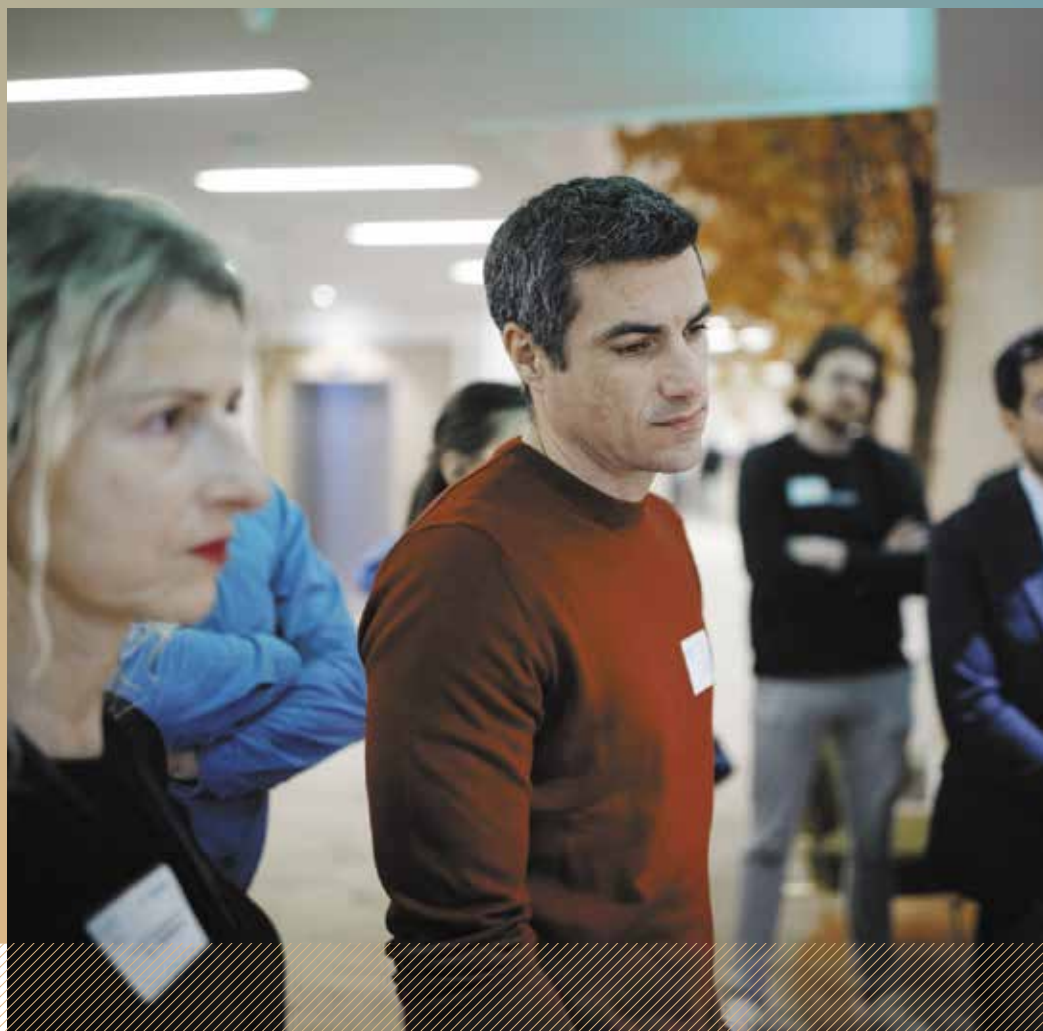
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MAKING THE IMPLICIT EXPLICIT

*Our greatest asset is the
men and women who
make up **setec***



What unites us is our commitment to doing a good job, working hard, daring where necessary, and making a meaningful contribution to society. We take pride in everything we do. We are dedicated to maintaining a company structure at a human scale, with very few hierarchical levels, which keeps employees closely connected.

If we are able to tackle multidisciplinary projects, large and small, thanks to a network of expertise that extends beyond the companies within the group and across borders, it is because we are confident that we share the same engineering culture throughout **setec**.

Our **independence** guarantees the continued existence of this culture. It is widely recognised and sometimes even admired by our clients, partners and even our competitors...

*So why write a new HR policy for the **setec** group today?*

Today, we are approximately 4,000 colleagues spread throughout numerous companies in many countries. What was implicit when we were smaller now needs to be put in writing to welcome new employees and new companies to the group.

Mentoring, which remains at the heart of knowledge transfer, is complemented by training and increasingly cross-functional communication channels.

Our commitments to quality of life at work, our vision of corporate social responsibility and the career paths available deserve to be explained in detail.

It was time to put our HR policy down on «paper» and here it is!

Michel KAHAN,
President setec group

For various reasons, we have chosen not to use inclusive language in this document. General terms used in the masculine form refer to men, women, or people who do not identify with either of these categories.

A DIFFERENT KIND OF COLLABORATIVE EXPERIENCE



*In this document, we wanted to explain the «**Engineers & Citizens employee experience**» and the terms of the agreement between **setec** and each employee on joining the company.*

This document is the result of a collaborative effort involving both operational managers – managing directors of group subsidiaries – and HR managers. For several months, we met to discuss and refine our shared views, to find the right words to describe what we have all been experiencing in our daily work and which we almost take for granted.

It wasn't an easy task, because from Latin America to the Middle East, via North America, Europe and Africa, our ambition was for this document to be a clear illustration of our ambitions in terms of human relations. It also describes our approach to developing talent.

All this is based on our commitments and our Engineers & Citizens approach.

If you are an employee and you feel that you do not fully recognise yourself in this document, then there is still room for improvement: let us know and be a driving force behind our proposals to help us move forward!

If you're a candidate and you're wondering whether what's written here is a true reflection of what our employees experience: come and meet them and hear what they have to say. You won't be disappointed!

If you are a member of the HR community, seize the HR policy as an opportunity to illustrate in practical terms what you create and implement within your company and what contributes to our collective success.

If you are a client or a partner, you will find in this document the foundations of our vision of human relations and our approach to the contractual relationships that bind us.

Enjoy your read!

Biljana KOSTIC,
Director of Human Ressources



A GROUP

1. RESPONSIBLE AND SUSTAINABLY COMMITTED

- setec, responsible engineering
- Contributing to the energy and ecological transition
- A responsible and equitable employer
- Embracing diversity
- setec Foundation and skills sponsorship



setec, responsible engineering

Since the company was founded in 1957, the **setec** group has always wanted to make a positive impact on the world and has always been involved in land development projects. Today, more than ever, we're committed to protecting the environment and society.

Corporate Social Responsibility is as much a part of how we approach our business as the pursuit of technical excellence. These two dimensions come together in our daily activities as a committed partner and responsible employer, contributing to the major transitions of our time.

We have formalised this ambition in our 'Engineers & Citizens' approach, which forms the basis of our CSR commitments and is shared by all companies within the group. It describes our aspirations in terms of environmental and human aspects, with each company taking additional initiatives in areas of their choice, whether related to their field of expertise or not.

In the field of human resources, this commitment is reflected in our desire to establish the conditions for a long-term partnership with each employee who joins the group.



Contributing to the energy and ecological transition

Advising and taking action **to reduce the environmental impact** of our activities and projects is the first pillar of our commitment. Thanks to our technical expertise, we are able to tackle complex challenges and design the most virtuous and innovative solutions, particularly through **eco-design**, to advance the ecological and energy transition – and, as a priority, contribute to the **decarbonisation** of our society.

*setec is
a signed member
of Syntec
Engineering's
climate and
biodiversity
charter*.*

Several of the group's subsidiaries have areas of expertise (mobility and transport construction urban planning, energy, environment, heritage, etc.) that respond to the major transitions currently underway, and naturally include all of their projects in

this approach to social and environmental progress.

To ensure that our commitment is reflected in our achievements, we have, for example, implemented a rigorous '**go/no go**' process that formalises how group companies select the projects they will pursue, after assessing their compliance with our values and impact criteria and their contribution to the **UN Sustainable Development Objectives**. Employees receive annual information on the results of this process.

In practical terms, we are conducting large-scale awareness-raising initiatives among our employees on climate issues. More than 2,000 of whom, representing over half of our current workforce, have participated in a Climate Fresco workshop. The «**setec Campus**», a dedicated internal professional training organisation at the heart of our training programme, enables those who wish to do so to develop their skills, particularly in the environmental field, for example by learning about the latest tools and technologies.

* For French subsidiaries.



A responsible and equitable employer

The «Engineers and Citizens» **approach** is also reflected in our commitment to **social relations**, which we aim to make as **responsible and fair** as possible. We pay close attention **to working conditions** in all countries where we operate. Ensuring the safety of our employees is our top priority at all times, both on construction sites and in our offices. That is why we are committed to training as many employees as possible in occupational health and safety risks.

A **responsible employer** is also an **ethical employer**: we have the strictest policy on business ethics, accompanied by controls to ensure its implementation and mandatory training for all employees.

Finally, being responsible means **supporting the deployment of new technologies** that are transforming our businesses and creating a virtuous framework that ensures they are implemented in a positive manner and when needed.



Embracing diversity

We share the belief that difference, in all its forms, is a strength for our group and a source of wealth that contributes to our performance and collective intelligence.

That is why we recruit without discrimination, seeking the most diverse profiles (in terms of education, gender, social or geographical background, and level of experience). This **diversity**

is a source of enrichment for us and also reflects our international outlook.

With a presence in more than 20 countries, **setec** employs people of over 70 nationalities.

This multicultural environment is very important to our progress.



setec Foundation and skills sponsorship

The **setec** Foundation, hosted by the Fondation de France, provides financial support to non-profit organisations working on projects that focus on key environmental transition issues.

The identification and selection of projects to be funded involves the participation of employees through requests for proposals on specific environmental themes.

As a result, three to five projects per year are supported by the setec Foundation, many of which originate from proposals made by group employees.

The Foundation also provides a structure that enables employees to be **directly involved** in the projects it funds, either through volunteering or skills sponsorship.



RECRUITMENT

2. AND INTEGRATION INTO THE GROUP

- Recruitment and integration: the first steps of a shared human adventure
- Technical skills, human skills
- The employee experience
- Recruitment that embraces diversity
- Building lasting links from the moment you join



Recruitment and integration: the first steps of a shared human adventure

We recruit scientists, engineers, academics and technicians who are passionate about finding technical solutions for virtuous projects. We also recruit support staff who provide assistance to operational teams.

The people who work for the **setec** group are our greatest asset and our only source of wealth. Our strength lies in our ability to combine technical expertise, creativity and agility to meet the needs of our clients.

Recruiting, developing and keeping the best people and the best skills is a key factor in our success and what sets us apart, all with a view to long-term, **sustainable growth**.

In addition to expertise, we need committed employees who identify with our **corporate culture** and who **enjoy** building the **sustainable world** of tomorrow. In each of the Group's companies, we ensure that the recruitment phase is the first stage in a relationship of trust. Because our companies are of a human scale, and our culture is characterised by proximity and consideration for each individual, we make sure that every new employee feels immediately at home.

*Joining us means
joining a team of
passionate people.*



Technical skills, human skills

Our priority is to maintain and develop the technical excellence that has earned us recognition within the profession and among our clients. We view the recruitment of a new employee as a mutual commitment.

*At setec, recruitment
is not only about
acquiring skills and
expertise, but also
about finding people
whose values align
with ours.*

Kindness, curiosity, interpersonal skills, and an open-minded attitude: we pay more attention than ever to **diversity** and different backgrounds. The recruitment process, which is specific to each company within the group, is both a **meeting** and a **dialogue**, closely coordinated between operational staff and the HR team.

We see the recruitment process as a genuine, **spontaneous and respectful exchange** during which all topics can be discussed: we feel free to imagine!

Ultimately, our employees are recruited, supported and trained by engineers and experts: this is our strength.





The employee experience

Rooted in our values, the employee experience we offer is based on the promise of joining a company on a human scale, where every employee has a place, a role to play and the opportunity to work on meaningful projects. It means finding fulfilment in the diversity of our projects and at the same time, contributing to a better world. Being a **setec** employee

means demonstrating **discipline, audacity and creativity**, but also knowing how to innovate.

It means working on complex, large-scale projects in France and abroad. Being a **setec** employee also offers the opportunity to get involved in teaching, not only to share your experience with young people, but also to help develop the engineering profession. Every year, we welcome almost 350 young people (work-study students and interns).



Recruitment that embraces diversity

We firmly believe that a collective is powerful when it brings together people from diverse backgrounds. Each person contributes their uniqueness, their differences, their experience and their vision.

The **setec** teams are made up of women (38%) and men (62%) from different educational backgrounds (100 schools and

universities represented) and with diverse experience. Young graduates (250 per year) and more experienced professionals with multicultural experience and sometimes double degrees (architect/engineer, etc.).

Our commitment to **diversity** is reflected in the fact that we are a **signatory of the Syntec Ingénierie** gender equality charter and a member of **the #StOpE initiative**, which aims to fight ordinary sexism in the workplace.



Building lasting links from the moment you join setec

Every new employee, whether a recent graduate or an experienced professional, receives personalised support, often from a colleague or their manager. This support is complemented by a welcome day at group level, in addition to the programmes offered by the subsidiaries, to learn about all of our activities and much more.

The welcome and integration process is crucial for enabling

each new employee to understand how we work and find their place. We see integration as a way of promoting experience sharing and human contact between peers, often based on informal exchanges. New employees are also integrated through teamwork on projects involving several subsidiaries within the group.

Working together is the best way to get to know each other. This collaboration between companies is also essential **for strengthening the complementary** nature of our expertise.



CAREER PATHS

3. & OPPORTUNITIES WITHIN THE SETEC GROUP

- Building a career at setec: some fundamental principles
- «Where there's a will, there's a way», everyone is free to take risks and shape their own career path
- Mobility within the group
- Providing visibility and prospects



*Act, learn and grow: the promise that the **setec** group makes to all employees.*

A firm commitment: giving our employees the freedom to choose and take action to shape their career path. At **setec**, you won't find any career plans or standard career paths. Instead, everyone can – and must, because

we believe in personal initiative above all else – **be the architect of their own career.**

This career path can be enriched by opportunities wherever our projects take us.

Our priority: that every employee **feels at home, enjoys** the projects they work on, **learn** and **help to advance the collective** in a climate of trust that **encourages initiatives.**



A career at setec: a few guiding principles

Our professions are based on scientific and technical knowledge, project management skills and know-how that are transmitted and evolve from generation to generation.

As a result, and contrary to the 'everything, right now' mentality, we encourage long-term career paths because we firmly believe that it is through long-term sharing that we progress, both individually and furthermore, **setec** is a group of SMB's, each recognised as an expert in its field of specialisation and/or geographical area of operation. We are united by an entrepreneurial culture that gives each entity a high degree of autonomy within a close-knit collective.

Each employee's career progression is primarily within the company that employs them, by means of internal promotion. Each company within the group

is responsible for managing and developing the skills of its teams. At **setec**, career paths are designed in the country of employment as in other countries within the group. This mobility and skills management, designed to be as flexible as possible, promote the capitalisation of experience, the dissemination of expertise and cross-functional working within the group.

We have a programme called hybridisation of skills and professions which encourages experienced employees to share their expertise in regions where there is a desire to develop it.

This helps build loyalty among our talented employees, who can easily visualise their long-term career prospects.



“Where there’s a will, there’s a way”: everyone is free to dare and shape their own career path

The career path of every **setec** employee must offer the opportunity to feel free to dare. Professional development arises from the combination of an employee’s desire **to take initiatives** with **their skills** on the one hand, and **a project** or organisational change on the other. While employees are the driving force behind their own career development, they also receive support and guidance from management and the HR team. Development and progression at **setec** can take different forms: working

on projects of various sizes, broadening one’s skill set, changing roles, companies, regions or even countries.

Some employees will prefer to deepen their technical expertise, while others will seek a path towards a project or management role, or new entrepreneurial challenges. All these career paths create value and are possible at **setec**. As our business is highly diversified, the **co-construction** of career paths is designed to be agile. Any project is considered if it makes sense, both for the employee and for the company. This requires open communication, and we are committed to ensuring that every employee feels that their management and the HR team are willing to listen attentively and consider their ideas.



Mobility within the Group

Career development aspirations are often discussed during annual performance reviews or professional development interviews. **These opportunities for discussion** between managers and employees allow

skills to be assessed, mobility and development aspirations to be identified, and appropriate training measures to be considered. We encourage open and regular dialogue between managers and employees,

particularly when it comes to discussing skills and career aspirations.

While **the development** of each employee is primarily within the company that employs them, mobility between companies within the group is also possible. Transfers between companies are made according to the needs of the companies and their projects, primarily by profession or activity.

The majority of our managers and experts have been promoted internally.

There are opportunities and gateways between companies, whether for permanent transfers or shorter periods of experience in the form of assignments, including schemes such as international voluntary work for young people (VIE).

When an employee’s **mobility**, whether temporary or longer-term, involves moving outside their country of habitual residence, they benefit from the support and guidance of HR teams to prepare for their assignment with their family, if necessary.



Providing visibility and prospects

To make the right decisions for your future, you need to have all the necessary information on hand. **setec** therefore uses a range of measures to give employees visibility on the career paths available to them within their company or within the group. The initial integration process and collaboration between companies on joint projects, for example, contribute to this visibility.

setec also strives to highlight and promote specific examples of very different career paths across all our locations. Finally, several communities within the group are developing and also helping employees to plan their careers: mentors and tutors, networks of young managers, formal and informal networks of experts in each of the group’s business lines, etc.



TRAINING 4. & TRANSMISSION OF SKILLS

- A strong commitment:
everyone plays a role in training!
- Committed to developing both human
and technical skills

The skills and expertise of our teams represent our greatest asset and our most valuable resource.

Cultivating talent is part of the DNA of **setec**, which has consistently invested in developing the skills of our

employees, **both through intergenerational** and cross-functional knowledge transfer and through more formalised training programmes, both internal and external.

Every year, we reinvest nearly 4% of our payroll in training our employees and offer specific training courses at our companies' internal universities or at the **setec** Campus, which trains more than 1,000 employees every year.



A strong commitment: training for all!

Autonomy is essential when it comes to building career paths, and just as important when it comes to training. At **setec**, everyone is responsible in the development of their skills, and everyone can build their professional development plan with their company.

As a key player in the development of their own careers, everyone at **setec** is also expected to play an

active role in passing on their knowledge. Our work is based on consulting, design and the management of projects that are sometimes complex and often unique.

We view engineering as a **'learning organisation'** where **'doing'** is the primary means of acquiring skills, in a spirit of **mentorship** where employees learn from their colleagues



throughout their careers and pass on their knowledge to future generations.

There is no better way to learn than by teaching.

We believe – and this is one of our unique characteristics – that everyone has a role to play in

training and passing on knowledge: internally, to colleagues as part of a community of trainers; but also externally, by teaching at universities and engineering schools, or even by raising our clients' awareness about issues related to our areas of expertise and the transitions (ecological, climatic, environmental or digital) that impact our projects.

Innovation

setec has grown by enabling employees and companies to develop their expertise. Innovation is therefore strongly encouraged within companies and across the group. An intrapreneurship programme enables those with innovative solutions to benefit from guidance and financial support from the group where necessary.

Community members, sometimes with hundreds of members, are active in areas where **setec** wishes to strengthen its expertise (digital design and manufacturing, software development, data and AI, etc.).



Committed to developing both human and technical skills

Our training programmes are constantly evolving and cover various aspects of our professional practices: **knowledge and skills** to ensure **health and safety** in our different working environments; **technical skills** related to our areas of expertise; **project management** and **managerial skills** for those who hold or aspire

to hold management positions. We also support employees in developing **their interpersonal, behavioural intercultural and linguistic skills**, which are essential for working internationally, as well as new working methods that are impacting our professions.





REMUNERATION:

5. A FAIR SHARE OF VALUE

- A common structure for the group
- Fair remuneration throughout an employee's career
- A fair share of collective performance
- A SMB organisation that encourages individual merit and collective performance



A common structure for the Group

In all companies within the group, the remuneration system includes mechanisms for rewarding individual investment and/or collective performance.

The **setec** group's pay policy is based on three principles:

- Guaranteeing each employee **decent, fair and equitable pay throughout their career**;
- Fair recognition of individual merit;
- **Recognition** of contributions to **collective performance**.

This approach is implemented by each of the **setec** group's subsidiaries, with the high degree of **autonomy** that characterises our organisation, taking into account the specific characteristics of their markets.

It varies from country to country, depending on the local context, but always in strict **compliance with pay equity and legal and** local remuneration requirements wherever we operate.



Fair remuneration throughout your career

Guaranteeing **fair remuneration** for everyone means, above all, a fair salary that reflects an employee's investment, all their human and technical qualities, and values their merit and contribution to the performance of their company and the group.

Fair remuneration also means complete **equality of treatment** between women and men, to which all **setec** group subsidiaries are committed: for equal skills and responsibilities, the salaries of women and men are equivalent.

Finally, **salaries are well positioned in relation to market practices** and are maintained over time through salary increases throughout the employees' careers. At **setec**, the salary increase policy is discussed each year between the group's senior management and its subsidiaries.

As a **responsible employer**, we consider our salary offer to be a package that includes, in addition

to remuneration, extensive social protection and benefits defined in accordance with the rules of each country. **setec** creates a working environment free from discrimination. This commitment is reflected in a higher proportion of female employees compared to the industry average in France, for example (38% of our workforce is female, compared to 29% within the Syntec Federation). We are proud to have several women among the managing directors of the group's companies and in the group's senior management.

Fair remuneration means salaries that are well positioned in relation to market practices and remain stable over time through salary increases throughout an employee's career. At **setec**, the salary review policy is discussed each year between the group's senior management and its subsidiaries.



A fair share of collective performance


The **setec** group, which is 100% owned by its employees, independently decides how to share the value generated by its business. This has enabled the company, since its creation, to ensure that the benefits of its collective performance are shared fairly and evenly between investment (climate transition, innovation, skills development, external growth) and redistribution to employees and employee shareholders.



A SMB organisation that encourages individual merit and collective performance

In our human-sized subsidiaries, everyone has easy access to their managers, right up to senior management.

Each director is well acquainted with most, if not all, of their employees and are able to communicate regularly with each of them about the company's requirements and the expectations for each project. Through their contact with the teams, they are able to assess each employee's performance fairly and maintain a **transparent dialogue** on remuneration.



QUALITY OF LIFE

6. AT WORK: A STIMULATING ENVIRONMENT

- Health and safety, a priority for the setec group
- To find meaning in your work
- A commitment by the setec group: to offer its teams a stimulating and secure environment
- An organisation «in SMB mode», that encourages a sense of unity and consideration
- A smooth social dialogue Personal Work-life balance
- Personalised support



Health and safety, a priority for the setec group

Working in good conditions means, above all, feeling **safe**. Whether in the office, on **construction sites** or even when **working remotely**, the physical integrity and well-being of our teams at work are an absolute priority for the companies of the **setec** group.

The group provides the necessary training and awareness-raising wherever it operates to protect its employees and prevent risks. Each company has Health, Safety and Working Conditions officers or dedicated time for discussions on the subject, all with the same objective: **to guarantee the safety of our teams**.

During the most intense phases of projects, managers double their efforts to prevent and detect risks and, where necessary, respond appropriately in collaboration with HR teams.

Feeling comfortable and safe in the workplace also depends on the quality of our offices. We have always ensured that our offices are accessible to employees, partners and clients, while limiting travel wherever possible. We have also been reviewing the layout of our workspaces over the last few years to incorporate new ways of working and encourage collaboration.

This work is always done with the involvement of employees and staff representatives where they exist.



To find meaning in your work

The stimulating environment offered by **setec** is based above all on **the nature, interest and meaning** of the tasks entrusted to employees and the projects they work on. Whether they are genuine technical challenges or virtuous projects serving citizens, these projects are a clear reflection of our commitment **to being 'Engineers & Citizens'**.

Our employees also find this meaning in the stimulating working environment offered by the group, in our organisation characterised by a high degree of **autonomy** for each individual, **close management** (never more than two or three levels of management in a company) and **mutual respect**.

At **setec**, every employee has the tools they need to learn and grow within their team. This desire **to acquire** new skills, or **to pass them** on for those with more experience, is part of what brings us together and gives **meaning to our work**.

This stimulating environment also gives everyone the freedom to dare, **to express their opinions** without fear of being judged by others, while respecting their colleagues. It is the opportunity to grow in an **inclusive, non-discriminatory environment that respects everyone**.

It also means being able to propose innovative projects without fear of failure, which may lead to new opportunities for the group.

This is why we **enjoy** working together every day and why we feel such a strong sense of belonging at **setec**.





A commitment by the setec group: offering its teams a stimulating and safe working environment

All companies within the group strive to offer their teams a stimulating environment that **promotes personal development** and performance, both individually and collectively. This commitment stems directly from **setec's** values: the pursuit of excellence and a focus on people.

We promote spontaneous, authentic and respectful working relationships. At **setec**, every employee has the right to express their ideas and opinions as long as they do so with respect for others. Having the **courage to speak up** and knowing **how to listen** are crucial, allowing everyone to flourish and progress.

Respect for human rights, both among colleagues and in our relationships with clients and partners, is a priority.

Inappropriate behaviour, sexism or discrimination of any kind are not tolerated in any of our subsidiaries. Our managers and employees are regularly made aware and trained to prevent any incident that could impact the quality of working relationships, which is the strength of our organisation.



An organisation “in SMB mode”, that encourages a sense of unity and consideration

Our human-scale organisation fosters close relationships between employees and managers. This **proximity**, which is historic and integral to our organisational model, ensures that all employees feel involved in a project where everyone has a place and can contribute their skills, ideas and aspirations. We firmly believe that **feeling useful, recognised and valued** is a powerful force for promoting collaboration between teams.

The smallest company in the group has fewer than 10 employees, while the largest has more than 400: a range that clearly reflects the diversity of our organisation.

Regardless of the size of the company, our organisations are designed to encourage mutual understanding, sharing and respectful consideration for everyone, in line with our values. It aims to foster cordial and respectful working relationships between colleagues,

which can often extend beyond the office, particularly through participation in sporting or cultural activities organised by employees themselves and supported by the companies and the group.

This is our vision of the stimulating environment that, according to our employees, makes them want to join and work at setec.





A smooth social dialogue

At **setec**, social dialogue comes in many forms and is not limited to staff representatives when required by law: employees are often consulted on issues that are important to their company or the group, such as corporate social responsibility.

Our decision-making process is often supported by employee consultation, which takes different forms depending on the subject and the company's organisation (working groups, surveys, etc.).



Personal-Work life balance

Working in project mode is intense by nature. Work rhythms vary according to the company's activity and the level of responsibility of each employee.

At **setec**, the organisation of work is based on **trust** and **mutual respect**, and allows each individual to benefit from flexibility in the way they organise their assignments, for example by the use of remote working in line

with the applicable legislation, where the position concerned permits and the required level of autonomy is respected.

We are always vigilant about **workload management and the balance between professional and personal life**. Our employees are encouraged to find the right balance between the personal investment required by our missions, in particular, and their



Personalised support

personal development especially by respecting daily and weekly rest periods (complemented by local measures, such as the right to disconnect in France).

If a satisfactory balance cannot be achieved, employees can **alert** their manager and HR, where applicable, to discuss possible measures.





multidisciplinarity evolution **MOBILITY**
 airports **DOMAIN** pride **REPUTATION**
COMPANY carbon influence
 solid CSR technical sustainable **ethics**
OPPORTUNITIES **INTEREST** projects **public**
EXCELLENCE image values **QUALITY**
 autonomy construction meaning **scope**
FUTUR **EMBLEMATIC** structure
 respect **EQUALITY** team **challenge**
 balance **MUTUAL SUPPORT** **TEAMWORK**
 atmosphere flexible **accessibility**
SUPERVISION kindness **KNOWLEDGE**
PERSPECTIVES values listening **SKILLS**
 honesty sharing **SUBSIDIARIES** colleagues
 proximity **TRUST** **diversity**

setec through the eyes of new employees

ENGINEERS & CITIZENS



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